

JSW Steel Limited Investor presentation

February, 2019

Certain statements in this report concerning our future growth prospects are forward looking statements, which involve a number of risks, and uncertainties that could cause actual results to differ materially from those in such forward looking statements. The risk and uncertainties relating to these statements include, but are not limited to risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition within Steel industry including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, our ability to commission mines within contemplated time and costs, our ability to raise the finance within time and cost client concentration, restrictions on immigration, our ability to manage our internal operations, reduced demand for steel, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which the Company has made strategic investments, withdrawal of fiscal/governmental incentives, impact of regulatory measures, political instability, legal restrictions on raising capital or acquiring companies outside India, unauthorized use of our intellectual property and general economic conditions affecting our industry. The company does not undertake to update any forward looking statements that may be made from time to time by or on behalf of the company.







JSW Group – overview



JSW Steel*

 Among India's leading integrated steel producers (Steel making capacity: 18 MTPA)

JSW Infrastructure

Engaged in development and operations of

- Operational capacity 70MTPA

- Market capitalisation of **US\$ 8.9 bn**^(a)

JSW Energy*

- Engaged across the value chain of power business
- Operational capacity: 4,531 MW
- Market capitalisation of US\$1.5bn (a)



JSW Cement

- Operational capacity 11.6MTPA

 Manufacturer of Portland Slag Cement (PSC), Ordinary Portland Cement (OPC) and Ground Granulated Blast Furnace Slag (GGBS)



Presence across the core sectors

* Listed company
(a) As of 8-Feb-2019
Note: Translated at 1 USD = 71.29 INR, the rate as of 8th Feb 2019
Source: Bloomberg, Company data

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ports

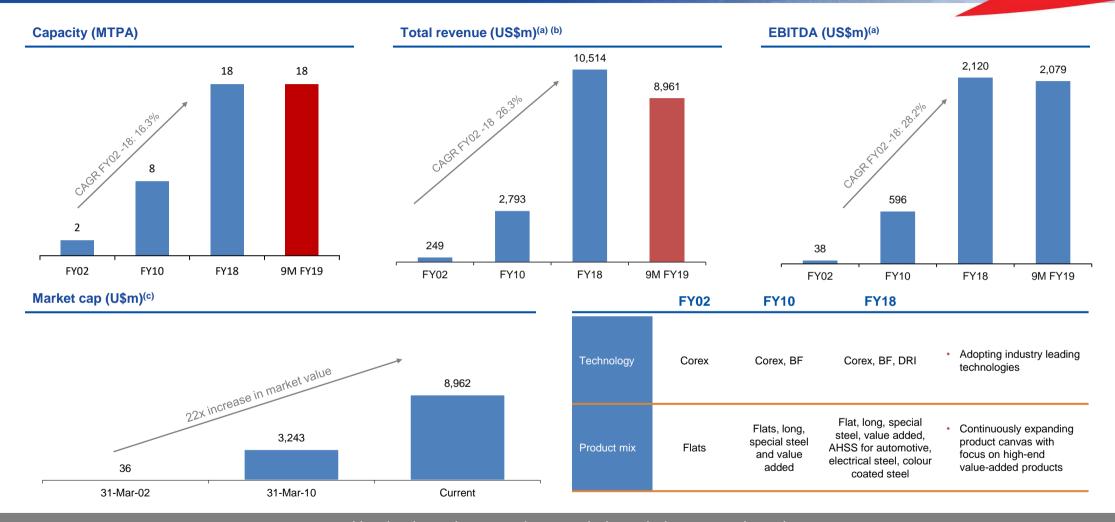


JSW Steel – among India's leading steel manufacturers





Transformational journey to market leadership



Unrelenting value accretive growth through the economic cycles

Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18

- (a) Includes other income
- (b) Restated Revenue

(c) INR market cap numbers at all three points translated at 1 USD = 71.29 INR, the rate as of 8th Feb 2019

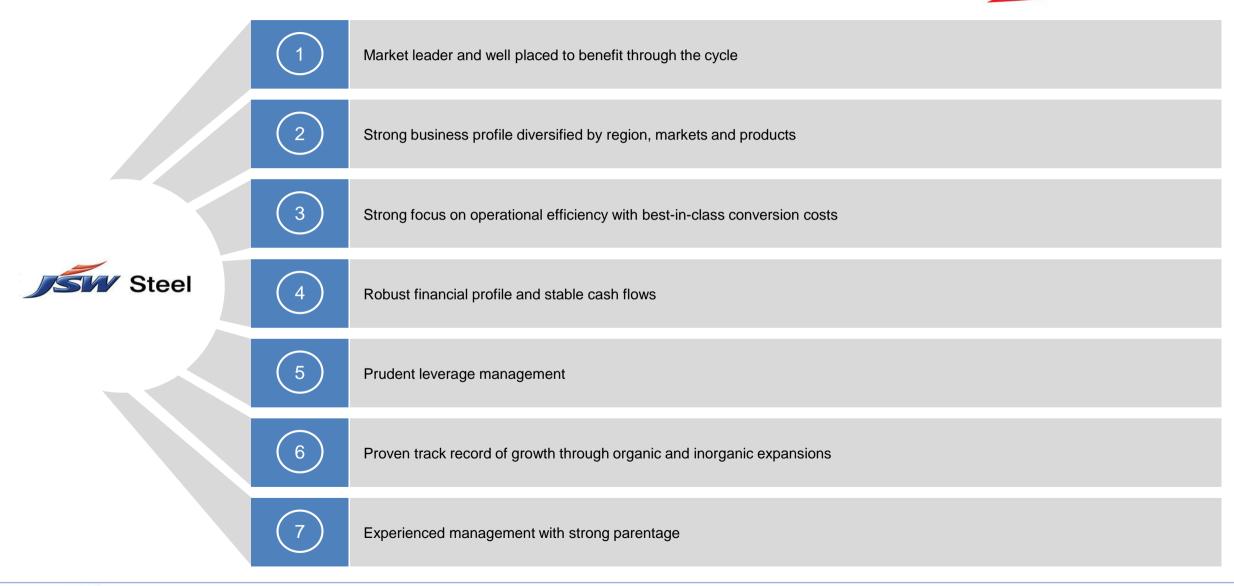
Source: Company data, BSE



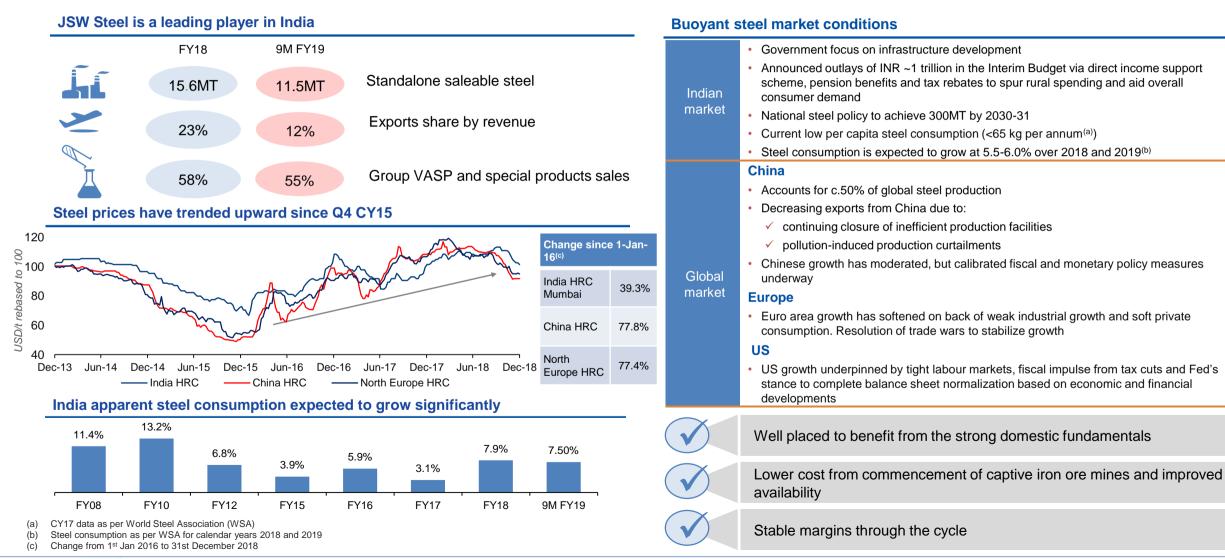




Key highlights



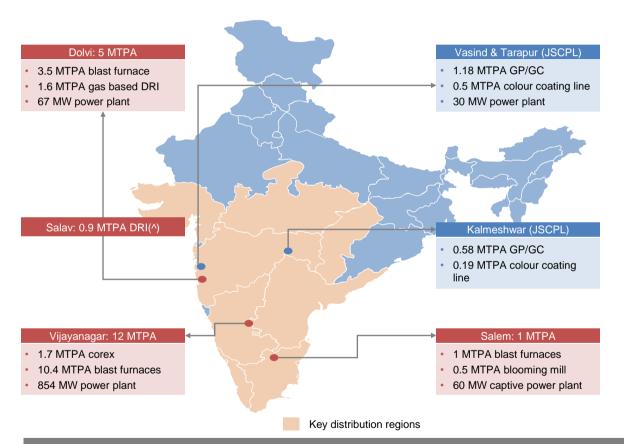




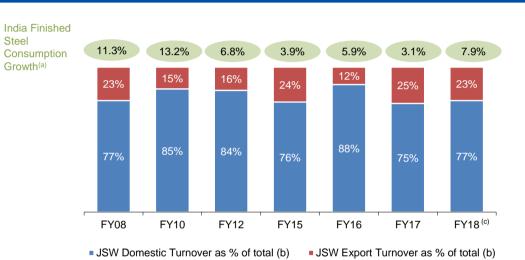


Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18 Source: WSA, Investing.com, IBEF, Joint Plant Committee, Platts, Steelmint

Geographically diversified with manufacturing facilities in South and West India along with strategic overseas presence



Flexibility to judiciously shift between domestic and international markets based on market conditions

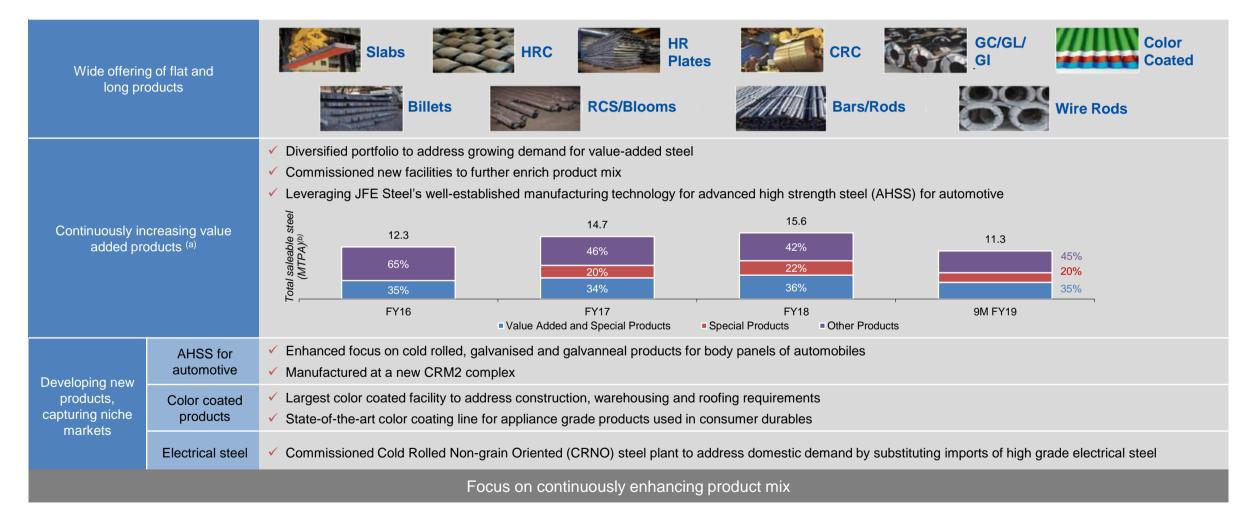


- ✓ One of the largest exporter of steel products from India with export presence in over 100 countries
- ✓ Ability to re-align sales effort as per market conditions
 - strategically reduced share of exports to 12% of total sales in FY16, as global steel consumption declined 3% YoY ^(d) in CY15
 - increased exports in FY17 and FY18 to leverage upon robust demand and pricing environment in international markets

Extensive geographical presence in India with nimble sales setup to shift sales judiciously between domestic market and exports

- (a) As per India Brand Equity Foundation, Joint Plant Committee
- (b) Revenue from operations as per Ind-AS from FY16 onwards
- (c) FY18 based on restated financials
- (d) As per WSA for calendar year 2015 as compared to 2014





(a) Special Products data available from FY17

(b) Total sales (JSW Standalone + JSW Steel Coated Products after netting-off inter-company sales). Value added and Special products (VASP) include HRPO, CRFH, CRCA, ES, Galvanised, Colour Coated and Special Bars and Rounds. Special products include HR special, TMT Special and WR Special



3) Strong focus on operational efficiency with best-in-class conversion costs

Ongoing cost benefit initiatives

Project	Description
Vijayanagar Works	
Blast Furnace upgradation	 Revamp and upgrade of Blast Furnace-3 at Vijayanagar from 3 MTPA to 4.5 MTPA, along with associated auxiliary units
Pipe Conveyor system	 To transport Iron ore from the mines to the Vijayanagar plant with a capacity of 20 MTPA Environmental friendly solution and reduction of transportation costs
Coke drying unit	 Establish coke drying unit for Blast Furnace-1 to utilize the waste heat of Sinter Plant-1 to reduce moisture in coke
Salem Works	
Pre- and Post- pickling treatment	 Addition of pre- and post-pickling treatment with a capacity of 84000 TPA for BRM products
Stove upgradation	Upgradation of stove in BF 1 to improve hot blast temperature
Dolvi Works	
Capacity expansion	5.75 mtpa sinter plant, 4 mpta pellet plant and 4 kilns of 600 TPD LCPs
Vasind Works, Tara	our Works and Kalmeshwar Works
Capacity	Modernization and enhancement of capacity by 1.5 MTPA by setting up PLTCM

Parameter ^(b)	Steel	TATA STEEL	posco	NUCOR 9	voestalpine	Severstal	NIPPON STEEL & SUMITOMO METAL
Expanding Capacity	10 / 10	9	8	9	7	6	6
Location in high growth markets	10 / 10	9	6	6	5	7	4
Conversion costs; yields	10 / 10	8	10	10	10	8	10
Labor costs	10 / 10	7	7	8	5	9	6
Cost cutting efforts	9/10	7	10	6	10	8	8
Aggregate rank	8	15		2	3	4	5
#1 ranked Indian player							
#3 ranked Asian player							
#8 ranked Global player							

Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18

- (a) Calculated as a sum total of employee benefit expenses and other expenses less exchange difference, commission on sales, donations, CSR expenses, allowance for doubtful advances, loss on sale of PPE and carriage and freight costs, divided by standalone annual crude steel volume
- (b) All quoted numbers are scores assigned out of 10 on World Steel Dynamics' World-Class Steelmaker Rankings as of June 2018

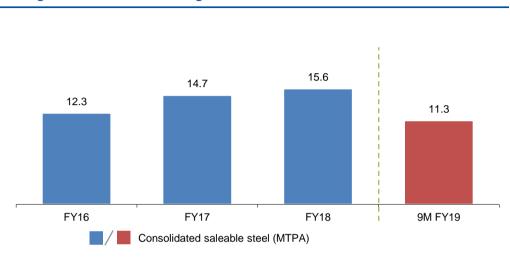
PLTCM planed as an alternative to earlier planned 0.96 MTPA BCTM

(c) On the basis of weighted average score out of 10 across 23 different parameters from World Steel Dynamics' World-Class Steelmaker Rankings as of June 2018



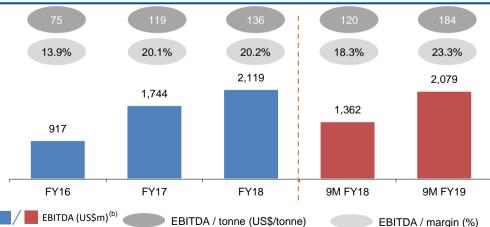
modernization

Robust financial profile and stable cash flows

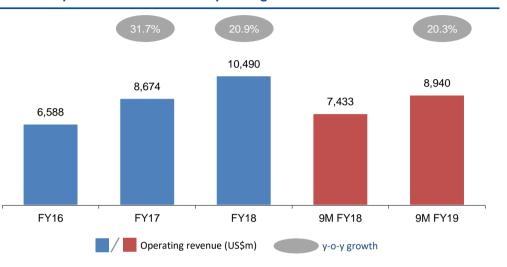


Strong track record of volume growth

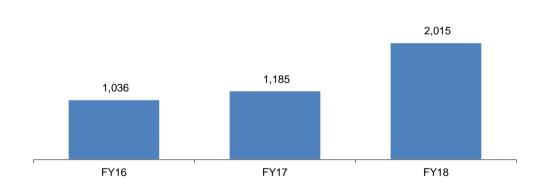
EBITDA margin improvement of 990 bps from FY15 to Q1 FY19



Continued positive momentum in operating revenues







Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18

(a) FY18 numbers based on restated financials
 (b) EBITDA calculated as total profit /(loss) for the first of the first of

EBITDA calculated as total profit /(loss) for the year/period +(-) share of profit/ loss from associate + (-) share of profit / loss from joint ventures (net) +(-) taxes/(benefit) + exceptional items + depreciation and amortization expense + finance costs - other income

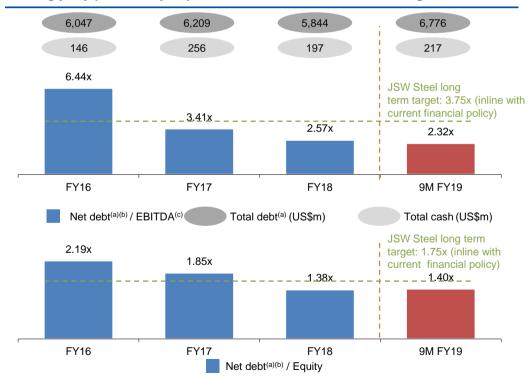
(c) Based on consolidated saleable steel volume

(d) Excluding income taxes paid





Strong y-o-y profitability improvement -> reduction in net leverage



Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18

(a) Debt excludes acceptances

(b) Net debt calculated as Non-current Borrowings + current borrowings + current maturities of long-term borrowings - cash and cash

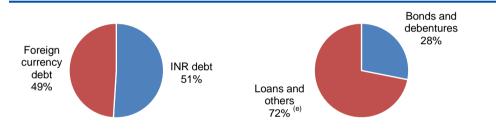
equivalents - bank balances other than cash and cash equivalents - current investments

JSW Steel

(c) EBITDA calculated as total profit /(loss) for the year/period +(-) share of profit/ loss from associate + (-) share of profit / loss from joint ventures (net) +(-) taxes/(benefit) + exceptional items + depreciation and amortization expense + finance costs - other income (d) As of 30-Dec-2018

(e) Excluding preference share capital and unamortized upfront fees
 (f) Comprises only term loans, as of 31-Dec-2018

Diverse sources of funding ^{(d) (e)}

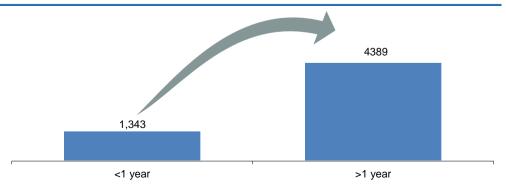


✓ Financial flexibility to raise capital

✓ Strong relationships with over 50 banks / financial institutions with access to low cost credit

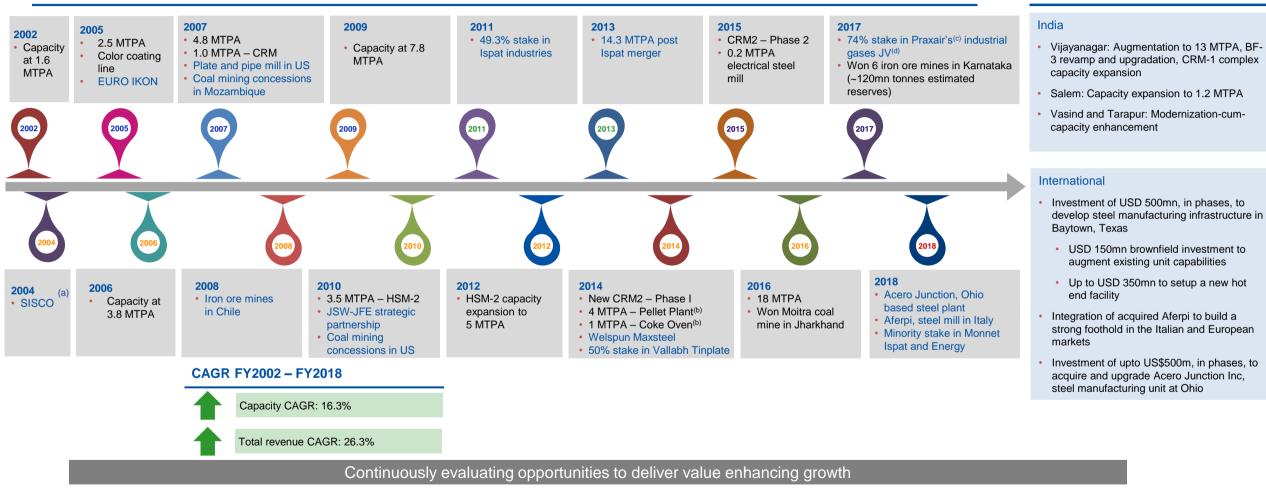
✓ Healthy mix with 44% of debt being foreign currency

Maturity profile of long term borrowings^(e) f) (US\$)





Combination of organic and inorganic growth



- Note: Highlighted portions indicate acquisitions
- (a) Southern Iron and Steel Company
- (b) Amba River Coke Limited
- (c) Praxair India Private Limited
- (d) JSW Praxair Oxygen Private Limited



Key new projects



Case study: Turnaround strategy at JSW Ispat's Dolvi plant

JSW Steel has a proven track record of identifying, acquiring and integrating assets creating synergies and optimizing costs

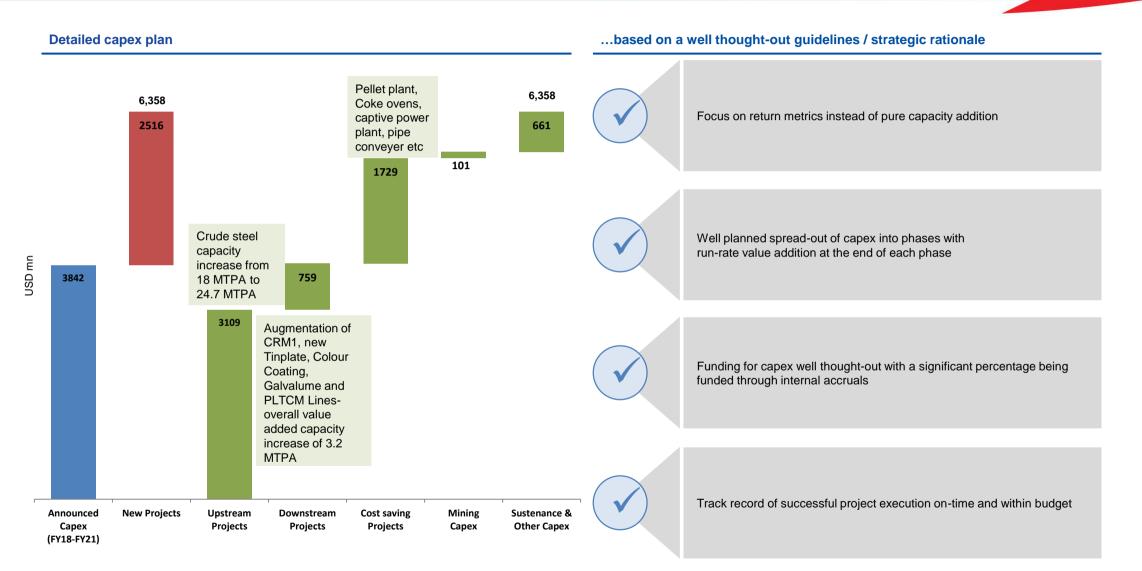
December 2010	Completed initiatives – FY2011 – 2015	FY2016 – 2017	FY2018 – 2020
 Plant under maintenance Loss making at EBITDA level High interest cost Financially distressed 	 Infusion of equity Alignment of marketing strategies resulting in freight synergies and VAT benefits Reduction of high cost working capital funding Refinancing of existing debt Electricity sourcing from JSW Energy at competitive prices Commissioning of 4MTPA pellet plant^(a), 1MTPA coke oven^(a), waste gas based 55MW power plant, railway siding, and lime calcination plant 	 Capacity expanded to 5MTPA Diversified product offering from Flat steel only to mix of Flat and Long steel 	 Capacity expected to be increased to 10MTPA from current 5MTPA Major facilities being setup include: 4.5 MTPA Blast furnace with 5 MTPA Steel Melt Shop 5MTPA Hot Strip Mill
	 Exit from CDR Generating positive profit after tax 	 Stabilized/ ramped-up the expanded capacity 	 Further expansion and operational improvements underway

Able to leverage an acquisition to maximum value accretion through application of knowledge and experience

(a) Implemented in a wholly owned subsidiary Amba River Coke Limited



6 Proven track record of growth through organic and inorganic expansions (continued)



Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18



7 Experienced management with strong parentage





JSW-JFE partnership

Partnership overview

- 14.99% minority stake bought by JFE in July 2010
- · Access to cutting edge technologies
- Operational excellence for cost reduction
- · Balance Sheet deleveraging to support growth

Technology agreements benefits:

- ✓ Access to fast growing auto steel market
- Technical know-how for electrical steel manufacturing
- ✓ Short learning curve
- ✓ Application engineering
- ✓ New product development
- Benchmarking and personnel training

Other benefits:

- ✓ Improvement in quality, productivity, yield, energy efficiency
- ✓ Sharing best maintenance, environment and safety practices
- Benchmarking, training and talent sharing
- Standardization of processes



Conclusion

	Market leadership	 One of the largest steel manufacturers in India^(a) One of the largest steel exporters in India^(a) 55% share of VASP and special products^(b)
	Strong asset portfolio	 Geographically diversified with manufacturing facilities in South and West India Focus on flat steel products (approximately 70% of capacity) with higher entry barriers, differentiated end-product and sticky customer base Wide product range and new product development targeted at capturing niche markets eg. AHSS for auto, electrical steel for electrical motors, generators, power plants Flexibility to shift sales between domestic and international markets based on market conditions
()	Well placed to capitalize on improving macro environment	 Well placed to benefit from flexible raw material blends Lower cost from recently commenced captive iron ore mines with cumulative capacity of 5 MTPA Three of the six iron ore mines already operational Planned capex and brownfield expansions to further catalyze growth
M	Strong growth with improving leverage and robust financial profile	 12.7% saleable steel CAGR and 26.2% revenue CAGR FY16-18 940 bps EBITDA margin expansion from FY16 through 9M FY19 Strong balance sheet position with net leverage reduced from 6.44x in FY16 to 2.32x^(c) in 9M FY19

Note 1: Net debt calculated as Non-current Borrowings + current borrowings + current maturities of long-term borrowings - cash and cash equivalents - bank balances other than cash and cash equivalents - current investments Note 2: EBITDA calculated as total profit /(loss) for the year/period +(-) share of profit/ loss from associate + (-) share of profit / loss from joint ventures (net) +(-) taxes/(benefit) + exceptional items + depreciation and amortization expense + finance costs - other income



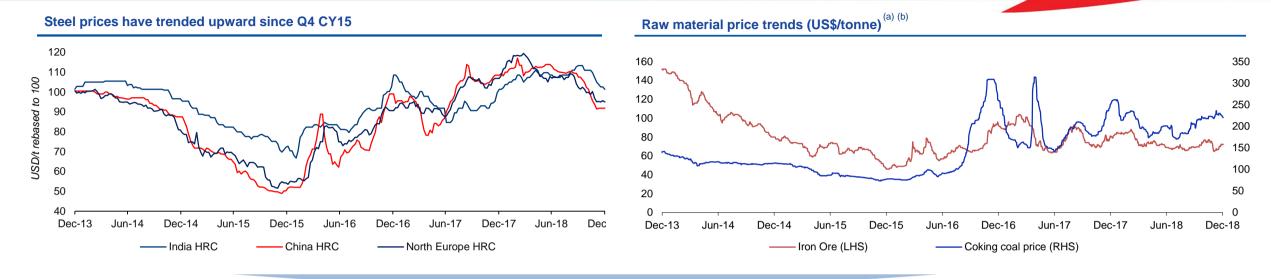
(a) Based on FY18 statistics

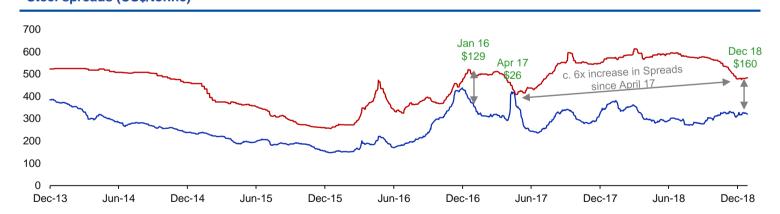
- (b) Split by FY18 consolidated saleable steel volume
- (c) Net debt as of December 2018 upon LTM EBITDA as of December 2018





Strong momentum in steel prices, with increase faster than raw material cost rise leading to positive spread





Steel spreads (US\$/tonne)^(c)

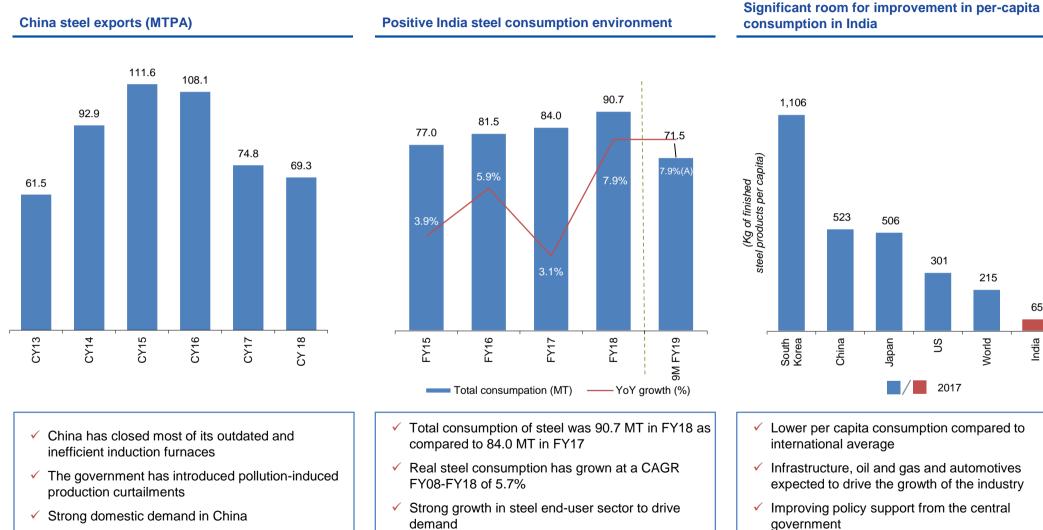
(a) SBB premium hard coking coal - FOB east coast port

(b) Iron-Ore delivered to Qindago China - 62% ferrous content

(c) Raw material costs calculated as 1.7 times the Iron ore prices plus 0.9 times coking coal prices



Reducing Chinese steel exports supplemented with strong fundamentals for domestic consumption growth



Source: WSA, IBEF, Joint Plant Committee, World Steel Association, National Steel Policy 2017



Consolidated Financials



Particulars (US\$m)	FY16	FY17	FY18 ^(a)	9M-FY18	9M-FY19
Operating revenue	6,333	8,339	10,085	7,433	8,940
Operating EBITDA ^(b)	822	1,677	2,038	1,362	2,079
% margin	13.9%	20.1%	20.2%	18.3%	23.3%
Profit before tax	(340)	706	1,048	614	1,266
Profit after tax	(66)	478	842	463	864
Shareholder's equity ^(c)	2,586	3,086	3,793	3,640	4,756
Net Debt	5,673	5,723	5,237	5,997	6,559
Net Debt / Equity	2.19x	1.85x	1.38x	1.68x	1.4x
Net Debt / EBITDA	6.44x	3.41x	2.57x	3.32x	2.32x

Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18

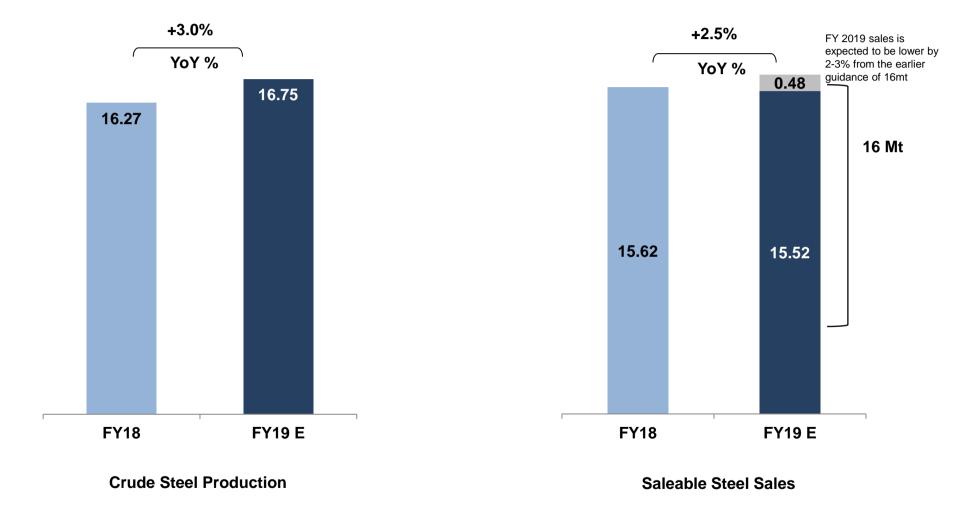
(a)

Note 2: Net debt calculated as Non-current Borrowings + current borrowings + current maturities of long-term borrowings - cash and cash equivalents - bank balances other than cash and cash equivalents - current investments

Note 3: EBITDA calculated as total profit /(loss) for the year/period +(-) share of profit / loss from associate + (-) share of profit / loss from joint ventures (net) +(-) taxes/(benefit) + exceptional items + depreciation and amortization expense + finance costs other income



Volume guidance for FY19





Dolvi: increasing steel making capacity to 10 MTPA	 ➤ Total project cost – ₹15,000 crore (USD \$2,149M) ➤ Total capacity will be increased from 5 MTPA to 10 MTPA. The major facilities to be set-up under the expansion project are: 4.5 MTPA Blast furnace with 5 MTPA Steel Melt Shop 5 MTPA Hot Strip Mill ➤ Commissioning: by March 2020
Dolvi Augmentation to 10.66 MTPA	 ➤ Total project cost – ₹1,375 crore (USD \$197M) ➤ Increase DRI Capacity in Salav from 0.9 MTPA to 1.6 MTPA ➤ Modify and augment SMS at Dolvi for Hot Charging of DRI ➤ Presently under review given pending environmental clearances
Vijayanagar Augmentation to 13 MTPA	 ➤ Total project cost – ₹2,300 crore (USD \$330M) ➤ Enhance SMS capacity, augment existing HSM and Wire Rod Mills to support enhanced BF-3 capacity ➤ Commissioning: by March 2020

Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18



Key Projects

Vijayanagar: CRM-1 complex capacity expansion	 Total project cost – ₹2,000 crore (USD \$287M) CRM1 complex capacity will be increased from 0.85 MTPA to 1.80 MTPA along with two Continuous Galvanizing Line of 0.45 MTPA each, a new 1.2 MTPA Continuous Pickling Line for HRPO products Commissioning from September 2019
Vasind and Tarapur: modernisation- cum-capacity enhancement	 ➤ Total project cost – ₹1,730 crore (USD \$248M) ➤ The modernisation cum capacity enhancement project includes: increase in GI/GL capacity by 1.08 MTPA increase in colour coating capacity by 0.28 MTPA ➤ Commissioning: by September 2019
Downstream: modernisation-cum- capacity enhancement	 ➤ Total project cost - ₹940 crore (USD \$135M) ➤ The modernisation cum capacity enhancement project includes: Setting up Color Coating Line at Vijayanagar of 0.3 MTPA Additional Tinplate Line at Tarapur 0.25 MTPA Capacity enhancement of PPGL at Kalmeshwar by 0.22 MTPA ➤ Commissioning: between September 2019 and March 2020

Note: Translated at 1 USD = 69.79 INR, RBI Reference Rate as of 31st Dec 18

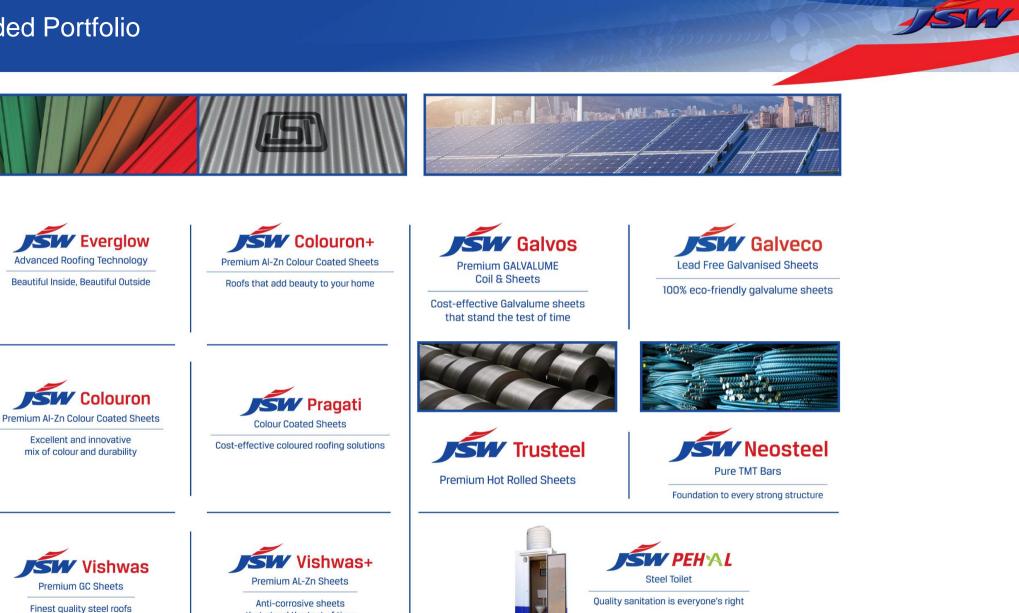


Vijayanagar: Manufacturing Integration	 ≻ Total project cost – ₹5,200 crore (USD \$745M) > Pellet plant 8 MTPA > Coke oven battery 1.5 MTPA > Commissioning: by March 2020
Dolvi – Captive Power	 ➤ Total project cost – ₹975 crore (USD \$140M) ➤ Instal 175 MW WHRB and 60 MW CPP to harness flue gases and steam from CDQ ➤ Commissioning: by March 2020
Dolvi Coke Projects Phase 2	 ➤ Total project cost – ₹2,050 crore (USD \$294M) ➤ Phase 2: Second line of 1.5 MTPA coke oven battery along with CDQ ➤ Commissioning: by June 2020

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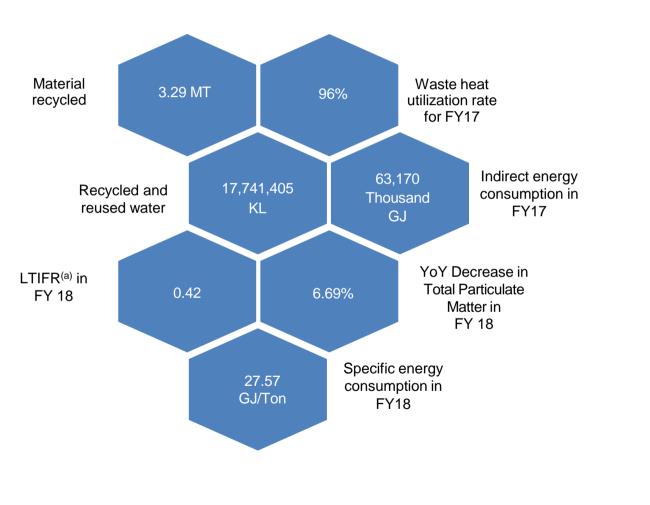
JSW Steel Branded Portfolio

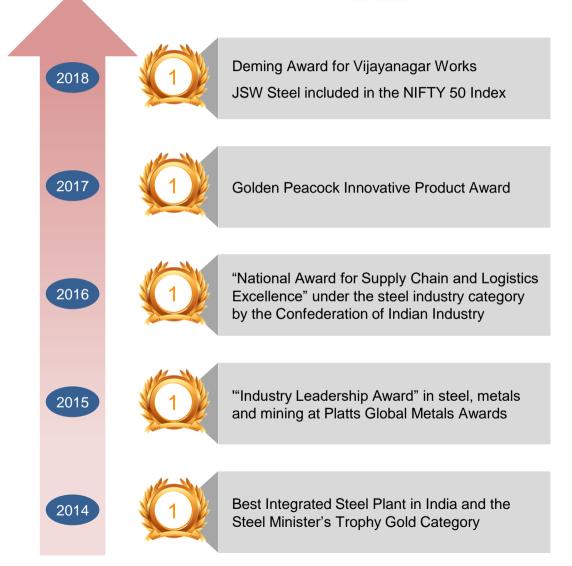


that stand the test of time

JSW Steel

Performance on sustainability metrics





(a) Lost time injury frequency rate



Thank you